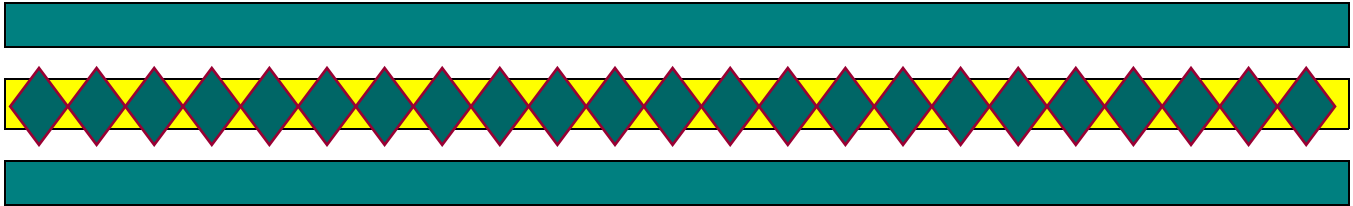


METIS SETTLEMENTS CHILD & FAMILY SERVICES
AUTHORITY, REGION 10

BUSINESS PLAN 2008 – 2011



Branches to the Future . . .



. . . From Strong Roots of the Past

METIS SETTLEMENTS CHILD AND FAMILY SERVICES AUTHORITY

ACCOUNTABILITY STATEMENT

This business plan for the three years commencing April 1, 2008 was prepared in accordance with the *Government Accountability Act*, *Child and Family Services Authorities Act*, and directions provided by the Minister of Children and Youth Services. All material economic or fiscal implications known at March 18, 2008 have been considered in preparing the business plan.

The Child and Family Services Authority's priorities outlined in the business plan were developed in the context of the business and fiscal plans of the Ministry of Children and Youth Services. We are committed to achieving the planned results laid out in this Business Plan.

Signed by the Child and Family Services Authority Co-Chairs on behalf of the Métis Settlements Child and Family Services Authority.

Original Copy Signed

Sharon Anderson
April 26, 2008

Original Copy Signed

Floyd Thompson
April 26, 2008

Ministry Vision

Strong children, youth, families and communities.

Métis Settlements CFSA Vision

Kakiyaw niwitaskimakanananhk kwayask kakwiy nisokamatowak, sakitowak, asci kicimitowak macika kwayask kakiyaw nikapimastisinin.

(Everyone in our communities love, respect and support each other's growth in wellness).

Ministry Mission

Working together to enhance the ability of families and communities to develop nurturing and safe environments for children, youth and families.

Métis Settlements CFSA Mission

In partnership we will work to build on the strengths of the Métis Settlements' communities to support the development of safe, healthy and nurturing environments for children and families.

MESSAGE FROM THE CO-CHAIRS

The Métis Settlements Child and Family Services Authority (CFSA), Region 10 has identified a clear vision for our children, youth, families and communities. The goals and strategies in this business plan will help us achieve that vision.

As we have in the past, we will continue to engage our partners in activities necessary to meet our objectives and over the next three years we will endeavor to build on that momentum. Our primary partners include the eight Métis Settlement Councils and their administrations, the Métis Settlements General Council, other settlement entities, and other Child and Family Services Authorities. Other partners include the Royal Canadian Mounted Police, numerous school jurisdictions, the Alberta Alcohol and Drug Abuse Commission, Regional Health Authorities, and Student Health Initiative Partnerships. Together, with the Department, we will continue to monitor and evaluate our progress, adhere to standards and measure outcomes.

Building on the learning we have achieved through “Finding our Way Home”, a partnership initiative with the Edmonton and Area Child and Family Services Authority, and the implementation of the new Casework Practice Model, we will work with other regions and Delegated First Nations Agencies to develop permanency plans that honour children’s cultural identity and belonging while ensuring children find permanency earlier.

Our communities, our Premier, and our Ministry have all identified the need for child care spaces in our communities as a priority, therefore, in partnership with the Métis Settlements, the Métis Settlements General Council, and the federally funded Strategic Training Initiative we will work to create child care spaces in our communities.

In addition to the Community Incentive Grants directly accessed by our communities from the Ministry, Region 10 is involved in two major Family Violence and Bullying Initiatives. The first is a partnership with the Métis Settlements General Council in a family violence outreach program on each Métis Settlement to ensure access and follow-up for families using women’s and men’s shelters. The second partnership, with the Royal Canadian Mounted Police, the Crown Prosecutor, the Buffalo Lake Settlement Council, Caslan School, and Region 10 will provide a range of programs from information and prevention to early intervention and intervention in chronic family violence situations. We intend to use the learning’s from this pilot to develop similar initiatives in the other Métis settlements.

The probability and impacts of risks associated with implementing the strategies in this business plan has been a careful consideration. A framework will be developed to ensure we also have strategies to minimize and mitigate all identified risks.

In closing, through the continued commitment and dedication of our Board and staff, settlements and partners, we will continue to work to enhance the lives of our children, youth and families thereby ensuring that their Alberta is the best place to live, work, and raise families.

Original Copy Signed

Sharon Anderson, Co-Chair

Original Copy Signed

Floyd Thompson, Co-Chair

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Demographics

Based on a census conducted by the University of Alberta Population Laboratory in 2006, the population of all eight Métis settlements increased from 6,577 in 1998 to 8,983 in 2006, an increase of 36.5%. The census further revealed that 30% (2,700) of the Settlement population is 15 years of age or younger. In support of these earlier findings, Statistics Canada revealed in January 2008 that the 2006 census found the fastest population growth occurred among the Métis population, and that the Alberta Métis population was over 85,500.

The implication of this population expansion is an increase in demand for social services, which we have seen from the Métis Settlement community.

Opportunities

The University of Alberta Population Lab census indicates that while over half of the senior population on our settlements list Cree as their first language, 0-14 year olds are not likely to have been taught the language. Overall however, the population does express a desire to learn and retain their language, their cultural teachings and their traditional skills.

Another opportunity afforded our region is the historical and cultural extended family and community social network. This allows us to quickly identify supports that are familiar to the child and family to determine appropriate permanency placement options.

Over the past few years, we have worked with the communities to develop the capacity to serve children, youth and families. Parent Link Centres, early childhood development and early intervention programs, home visitation and family mentoring, and the family support for children with disabilities services provide a solid base from which to further develop programs and services that will meet the needs of children, youth and families.

The Métis Settlements have indicated a desire to help make their communities a better place to live. This presents us with an opportunity to shape and mentor that enthusiasm to develop the leadership to take our communities to a healthier future. Our Settlements Youth Advisory Network is a great start in this direction.

Challenges

The decrease in Accord funding to the Métis Settlements is anticipated to have significant negative impacts, some of which are:

- Decreased availability to provide community social programs.
- Fewer Settlement staff.
- Reduction in ability to match funds for infrastructure development.
- Increased reliance on provincial social programs.

To further exacerbate this situation, families living in other parts of the province are returning home because of the high cost of living and lack of available housing.

Increasing birth rates and families returning to live on Settlements are anticipated to result in an increase in service demands that will quickly outstrip available resources.

STRATEGIC PRIORITIES 2008-11

Through the CFSA's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the CFSA.

1.	<p>Ensure parents have access to quality, affordable child care options.</p> <p><i>Linkage: Goals 1 & 2</i></p>	<p>Métis Settlements CFSA (Region 10) will work with identified Métis Settlement designates to secure culturally compatible child care options, and work to overcome the infrastructure challenges that come with providing child care within a Métis Settlement. This will require innovative solutions to the unique challenges of the Métis Settlements and their families.</p>
2.	<p>Focus on improving outcomes for children in care or in need of specialized services, including Aboriginal children and children with disabilities.</p> <p><i>Linkage: Goals 1, 2, 3 & 4</i></p>	<p>Having fully implemented the casework practice model in our region we will now focus on achieving better outcomes for children, youth and families as measured by the Provincial Safety Standards, and the Family Support for Children with Disabilities (FSCD) Practices and Standards. Early permanency for children in care through adoption and private guardianship will continue to be a priority.</p>
3.	<p>Continue to implement the Prevention of Family Violence and Bullying Initiative.</p> <p><i>Linkage: Goals 1, 2 & 3</i></p>	<p>Métis Settlements Child and Family Services Authority, Region 10, will continue to work with other partners to develop innovative strategies to address issues of family violence and bullying.</p>
4.	<p>Improve capacity to deliver services.</p> <p><i>Linkage: Goals 1, 2, 3, 4 & 5</i></p>	<p>Community liaison staff that focus on programs such as family violence and bullying, childcare, early intervention, early childhood development, and work with the youth network, will increase their presence and time spent on Settlements through consultation and providing information on programs, services and initiatives; training; mentorship, and coordination of mediation services.</p> <p>The Region will assist other CFSA's by contacting Métis Settlement administrations to request them to verify the status of families identifying a connection with a settlement.</p> <p>Where it is not possible or practical for services to be provided directly by the Métis Settlements CFSA, the Region will assist other CFSA staff in identifying the cultural and other needs that should be taken into account for Métis children and families receiving services.</p>
5.	<p>Improve outcomes for Métis children.</p> <p><i>Linkage: Goals 1, 2, 3, 4 & 5</i></p>	<p>The Métis Settlements Child and Family Services Authority will work toward ensuring that the rights of maintaining culture and family connections are respected.</p>

CORE BUSINESSES, GOALS, STRATEGIES AND PERFORMANCE MEASURES

Core Business One: Promoting the development and well being of children, youth and families

GOAL ONE

1

Children and youth will have a healthy start in life and the supports they need to reach their potential.

What it means The CFSA recognizes the importance that the first six years of a child’s life play in terms of setting the foundations for children to learn, grow and reach their potential. While parents have the primary responsibility for raising their children, government, communities, organizations, schools and businesses all have supporting roles to play in meeting the needs of children and youth.

Expected outcomes: Children and youth are physically, emotionally, socially, intellectually and spiritually healthy. Children and youth meet individual developmental milestones.

Strategies

- 1.1 Mentor and support community based programs to enhance their capacity to deliver intervention and prevention supports to Settlement families.
- 1.2 Partner with the Métis Settlements General Council, and the Ministry of Employment and Immigration to pilot a child care initiative on a Settlement. Follow-up with the Settlement child care group on the submission of a proposal for child care space.
- 1.3 Continue to support Settlement Parent Link Centres and advocate for an expansion of funding to these Centres.
- 1.4 Provide support and mentorship to the Settlement Youth Network that has been established.

Performance Measure	Last Actual 2006-07	Target 2008-09	Target 2009-10	Target 2010-11
1a Percentage of families accessing the Family Support for Children with Disabilities Program that indicate the services provided had a positive impact on their child.	50.0%	75%	n/a	75%

What it means: This measure assess the effectiveness of the Family Support for Children with Disabilities Program in making a positive impact on the children it serves.

Data source: Family Support for Children with Disabilities Survey. Survey done every 2 years.

Performance Measure	Last Actual 2006-07	Target 2008-09	Target 2009-10	Target 2010-11
1b Number of Settlement child care pilot sites	Under development	To be determined	To be determined	To be determined

What it means: The measure indicates that the need for innovative and culturally respectful child care is available for the Settlement families. The Settlements are being supported to take on opportunities to provide child care.

Data Source: Métis Settlements CFSA

Performance Measure	Last Actual 2006-07	Target 2008-09	Target 2009-10	Target 2010-11
1c Number of youth from the Settlements represented on the Youth Advisory Network	Under development	To be determined	To be determined	To be determined

What it means: The CFSA recognizes that the youth of the Settlements are the voice of their future. Their involvement in having input into the CFSA business plan helps set the strategic direction of the Board, CEO and staff. Each Settlement has unique qualities and having youth representation ensures that these qualities and characteristics are recognized.

Data Source: Métis Settlements CFSA

Core Business Two: Keeping children, youth and families safe and protected.

GOAL TWO



Families will be safe, healthy and able to promote children’s development.

What it means The CFSA works with all its partners to promote and support community-based strategies and resources that help families be safe, healthy, resilient and self-reliant by overcoming at-risk circumstances and ensuring children reside in permanent, nurturing homes.

Expected outcomes: Children, youth and families overcome at-risk circumstances. Children, youth and families are safe, healthy, resilient and self-reliant.

Strategies

- 2.1** Continue to strengthen, define, and assess the multi-partner, multi-dimensional family violence and bullying initiative that has been piloted in one Settlement and migrate the initiative to another Settlement.
- 2.2** Work with existing partnerships to increase their contribution in the delivery of Student Health Initiative Partnership and mental health services on Settlements.
- 2.3** Support communities to address sexual exploitation including internet luring.
- 2.4** To work in collaboration with protective services to ensure safe and healthy communities.

Performance Measures	Last Actual 2006-07	Target 2008-09	Target 2009-10	Target 2010-11
2a Percentage of families accessing Ministry programs that indicate positive impacts for their children. Ministry programs surveyed are:				
• Foster Care	66.7%	86.0%	n/a	87.0%
• Childcare Subsidy	see note 1	See note 1	see note 1	see note 1

What it means: One key outcome indicator for how programs and services are performing involves feedback from the users of those programs and services. This measure involves client surveys of key Ministry programs where clients can provide feedback on their satisfaction with services received and their perception of the program’s impact on their family.

Data source: Multiple client surveys, conducted bi-ennially.

Note 1: As at March 31, 2008 there were no child care facilities in operation within the Region 10 service area.

GOAL THREE

3

Children in need will be protected and supported by permanent, nurturing relationships.

What it means Every child deserves a home where they are safe and nurtured. The CFSA intervenes to support families in providing children with environments that are safe and nurturing and free from abuse and neglect. When circumstances require children to be taken into care, the goal is to reunite the children with their families or to place the children in other nurturing, permanent homes as soon as possible.

Expected outcomes: Children and youth in need are protected from further abuse and neglect. Children and youth in care are placed in secure and stable environments that allow for the development of life long relationships and connection to family, culture and community.

Strategies

- 3.1 Ensure staff are trained and familiar with the Child Intervention Provincial Safety Standard, and Family Support for Children with Disabilities Program (FSCD) Practices and Standards.
- 3.2 Build joint initiatives with Regions 7 (North Central Alberta CFSA) and 8 (Northwest Alberta CFSA) to repatriate Settlement children back to their communities.
- 3.3 Increase the number of permanent homes for children in care.
- 3.4 Provide an alternate dispute resolution process (mediation and family group conferencing) that will decrease the number of court contested applications and provide for earlier permanency.

Performance Measure	Last Actual 2006-07	Target 2008-09	Target 2009-10	Target 2010-11
3a Percentage of children who suffer injury that results in hospitalization or death while receiving protective services.	0.5%	0%	0%	0%

What it means: Protection from serious harm is a key priority for all protective services. This measure provides an indication of Children and Youth Services performance in keeping children in protective services safe from harm.

Data source: Intervention Services Information System

Performance Measure	Last Actual 2006-07	Target 2008-09	Target 2009-10	Target 2010-11
3b Number of children, in the permanent care of the Director, for whom Adoption or Private Guardianship Orders are granted.	10	9	9	10

What it means: Ensuring children are supported by permanent nurturing relationships is a key objective of the Ministry. This measure provides an indication of the number of children for whom legal permanency is achieved through adoption and Private Guardianship.

Data source: Intervention Services Information System

Core Business Three: Promoting healthy communities for children, youth and families.

GOAL FOUR



The well-being and self-reliance of Aboriginal children, youth, families and communities will be promoted and supported.

What it means First Nations, Métis and other Aboriginal peoples have the desire, ability and commitment to improve outcomes for and the success of Alberta’s children, families and communities. The CFSA works with First Nations, Métis and other Aboriginal peoples to build on the strengths of Aboriginal communities in developing the governance, accountability and service delivery capacity to promote the care of their children, youth and families.

Expected outcomes: Aboriginal communities have the capacity to meet the needs of children, youth and families. There are a reduced number of Aboriginal children represented in the child intervention caseload. Aboriginal children, youth and family receive culturally appropriate services.

Strategies

- 4.1 Continue to work with the Métis Nation of Alberta (MNA) and the other Child and Family Services Authorities on the development of Métis resource networks to support Métis children and families.
- 4.2 Ensure that Métis culture is embedded in all our support programs and services.
- 4.3 Develop and strengthen partnerships with other Aboriginal organizations and agencies to enhance services to children and families.
- 4.4 Provide opportunities where possible for Métis families to care and nurture children and youth with familial connections.

Performance Measure	Last Actual 2006-07	Target 2008-09	Target 2009-10	Target 2010-11
4a Percentage of Aboriginal children in foster care/kinship care that are placed with Aboriginal families.	67.6%	75%	78%	78%

What it means: When children and youth must be removed from their homes, efforts should be made to place them in families that are geographically, culturally appropriate and socially familiar and nurturing to the child. Focusing on Aboriginal children in foster care, this measure is an effort to show how the Ministry is performing in its efforts to achieve ethno-cultural placement matching thereby contributing reconnecting Aboriginal children to their cultural roots and environment.

Data source: Intervention Services Information System

GOAL FIVE

5

Communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families.

What it means Children must have safe places to learn, grow and thrive outside the home, and a strong connection to family and community. The CFSA works in partnership with Albertans to build on the unique capacity of communities to deliver the right services for children, youth and families, in the right place and at the right time.

Expected outcomes: Communities are responsive to issues/needs faced by children, youth and families. Children, youth and families participate in decisions that affect them.

Strategies

- 5.1 Mentor and support contracted community services to ensure successful intervention and prevention outcomes for Métis Settlement children, youth and families.
- 5.2 Ensure a multi-partner approach to services where possible.
- 5.3 Consult and strategize with stakeholders to advocate and create culturally appropriate, equitable, and accessible services to our children, youth and families.

Performance Measure	Last Actual 2006-07	Target 2008-09	Target 2009-10	Target 2010-11
5a Percentage of children and youth who received family enhancement services and afterwards did not require protective services.	63.9%	85.0%	85.0%	85.0%

What it means: This measure is about the effectiveness of family enhancement – a child intervention delivery approach that engages families with community-based services to resolve issues before they escalate to a level that requires protective services.

Data source: Intervention Services Information System

CHILDREN AND YOUTH SERVICES
MÉTIS SETTLEMENTS CHILD AND FAMILY SERVICES AUTHORITY
STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable			2008-09 Estimatee	2009-10 Target	2010-11 Target
	2006-07 Actual	2007-08 Budget	2007-08 Forecast			
REVENUE						
Transfer from Department	5,150	5,251	5,284	6,024	6,200	6,301
Other						
Miscellaneous - Inter Authority	1,551	1,780	1,780	2,800	2,800	2,800
Other Revenue - Donations/External	85	-	-	-	-	-
Total Revenue	6,796	7,031	7,064	8,824	9,000	9,101
EXPENSE						
Promoting the development and well being of children, youth and families						
Family Support for Children with Disabilities	297	340	346	365	370	382
Child Care	-	5	5	45	47	48
Prevention of Family Violence and Bullying	-	-	-	40	45	47
Parenting Resources Initiative	76	53	53	59	62	62
Fetal Alcohol Spectrum Disorder Initiatives	26	26	26	29	31	31
Keeping children, youth and families safe and protected						
Child Intervention Services	3,005	2,745	2,772	3,068	3,196	3,249
Foster Care Support	660	948	948	985	996	998
Protection of Sexually Exploited Children	59	51	51	54	56	56
Child and Youth Support	296	335	335	349	357	365
Promoting healthy communities for children, youth and families						
Community Initiatives	177	176	176	249	253	258
Support Services						
Program Support	438	422	422	631	637	650
Board Governance	111	150	150	150	150	155
Inter-Authority Services	1,551	1,780	1,780	2,800	2,800	2,800
Valuation adjustments	(9)	-	-	-	-	-
Total Expense	6,697	7,031	7,064	8,824	9,000	9,101
Gain(Loss) on Disposal	-	-	-	-	-	-
Net Operating Result	99	-	-	-	-	-
Decrease (Increase) in Capital Assets	-	-	-	-	-	-
Surplus (Deficit)	99	-	-	-	-	-